

*Partnerships for a Skilled Workforce  
and  
The WIOA Partners*

*Memorandum of Understanding  
July 1, 2017 – June 30, 2020*

June 22, 2017

This document was created by Partnerships for a Skilled Workforce, Inc. and Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact Sylvia Beville, Executive Director, PSW, Inc.

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## **Purpose and Duration of the MOU**

Partnerships for a Skilled Workforce (PSW) has led the debate and discussion regarding the career center model, the service delivery system, and the roles and responsibilities of each of the WIOA Partners. This MOU has been developed and implemented with the agreement of the General Manager of the Town of Norwood. The PSW Executive Director and the representative of the General Manager have worked closely to plan the meetings and frame the discussion. The purpose of the MOU is to establish the model for services in the region and define the roles and functions of each of the Partners.

This agreement shall begin July 1, 2017 and, unless it is substantially changed or terminated by agreement of all parties, end on June 30, 2020. The MOU will be updated not less than every three years to reflect changes in the signatory officials of PSW, the Partners, and Chief Elected Official; substantial improvements in the delivery of services; and/or changes to infrastructure cost contributions.

## **Partners**

The WIOA Partners in the Metro Southwest workforce area of Massachusetts include:

- Massachusetts Department of Career Services, including Title I Adult and Dislocated Workers, Wagner-Peyser, Trade Adjustment Assistance, and Jobs for Veterans State Grants
- The PSW WIOA Youth Program
- The Massachusetts Department of Unemployment Assistance
- Adult Learning and Literacy Program:
  - Framingham Adult ESL<sup>Plus</sup>
  - Hudson-Maynard Adult Learning Center
  - Assabet Valley Adult Education/Quinsigamond Community College/Marlborough
  - Middlesex Sheriff's Department Adult Basic Education
  - Norfolk House of Corrections
  - Blue Hills Regional Adult Basic Education
  - Middlesex Community College
- Massachusetts Rehabilitation Commission, Framingham Area Office
- Massachusetts Commission for the Blind, Metro West Region
- Department of Transitional Assistance, Transitional Assistance Office, Framingham, including Temporary Assistance for Needy Families Regional Office and the Supplemental Nutrition Assistance Program
- Senior Community Service Employment Program, Operation A.B.L.E. and Executive Office of Elder Affairs, and NAPCA/Greater Boston Chinese Golden Age Center

## **Process to Develop the MOU, Define the Shared Customer and Map Service Pathways**

PSW convened the Partners in October 2015 to exchange information about each organization's customers, services, delivery systems and eligibility requirements. Representatives from the Department of Career Services, WIOA youth program and adult learning centers, Massachusetts Rehabilitation Commission, Operation A.B.L.E and the Department of Transitional Assistance were at the table. The agendas for fall 2015 and spring 2016 meetings included:

- The career center business model
- System mapping

- The common customer
- Referrals of consumers to the Partners from the career center and from the career center to the Partners

In the fall of 2016 the original Partners were joined by the Massachusetts Department of Unemployment Assistance, and the Commission for the Blind. They met in September 2016 to approve a plan presented by PSW to complete the MOU by June 2017. The group was divided into four working teams: common customer, services to individuals, pathways, and business services. Each team presented a proposal on their topic for review and modification by the full Partners group on November 30, 2016. The products of the meeting were incorporated into the MOU for discussion at the January 25, 2017 meeting. A final review of the draft took place on March 29, 2017 and members agreed to circulate the draft in their agencies. The remainder of the year will focus on infrastructure and shared costs.

## Career Center Objectives

Partnerships for a Skilled Workforce (PSW) and the WIOA Partners listed in the previous section agree to:

- Create a one-stop system that supports the development of a workforce with the skills employers require by implementing the business model described in the purpose section.
- Improve the economic standing of career center customers, both youth and adults.

Employment of individuals is the primary measure of success for career centers. However, One-Stop Career Centers cannot be a solution to all our region's workforce or economic needs. The engagement of the Partners in this MOU is key to success.

## Successful Career Centers<sup>1</sup>

The Partners agree to build a system in which:

- Career centers are driven by the needs of employers. In Metro Southwest employer needs are the top priority and there are deep relationships between the career centers and employers.
- Training is closely aligned with employer skill requirements. In Metro Southwest job seekers will engage in a combination of work and learning simultaneously to gain market-relevant skills and credentials and achieve good paying jobs with career potential."<sup>2</sup>
- Technology is employed thoughtfully to enhance services and reduce costs, freeing staff to concentrate on the content and quality of advice and services to both individuals and employers. In Metro Southwest well-designed platforms support individual learning, placement, management and continuous improvement.

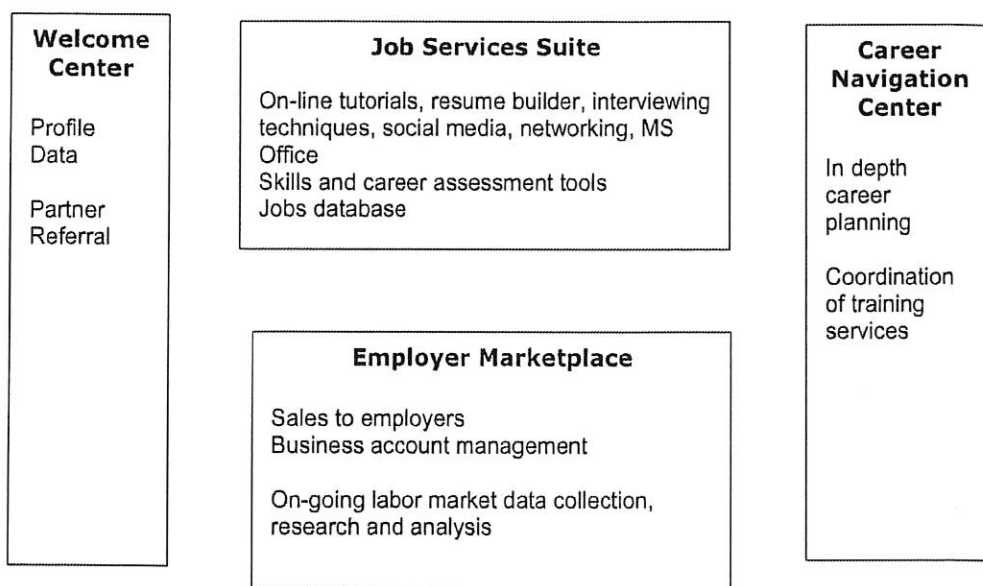
The career center system will have four divisions: Welcome Centers(s), Career Navigation Center, Job Services Suite and Employer Marketplace. See the business and individual services section for a description of the purpose of each.

<sup>1</sup> Center for Labor Market Studies, Northeastern University. Evaluation of Metro Southwest Career Centers. June 2010. The White House. Ready to Work: Job Driven Training and American Opportunity. July 2014. WIOA Career Center Standards Work Group. 2015. Strong, Ed. One-Stop Career Centers Must be Re-invented to Meet Today's Labor Market Realities. Version 2.0. June 2013. Halbert, Hannah. Employment Connection: Demand-driven model increases job placement. Policy Matters Ohio. Workforce Policy.

<sup>2</sup> Strong, Ed. P5.



## Metro Southwest Career Center Business Model



### Work Plan

In the first year of this agreement, PSW and its Partners will take the first steps to build an employer driven, high tech, high touch career center system:

- Develop an integrated system of services
- Ensure that facilities, services and equipment are accessible to the customers of the MSW Partners
- Collect and analyze data and take action to respond to changing labor market conditions and to continuously improve services
- Develop a registration form and process to provide for the collection of information to be shared by the career center and its Partners until such time as the state-wide intake system is fully functional
- Create and implement a system of referral to services between the career center and the Partners, including a procedure for tracking customers, and devise an accountability system
- Establish a baseline of Partner referrals to the career center during the first year by tracking the number of referrals

The work plan in subsequent years will be based upon the lessons from the previous year. The Partners will have an annual work plan.

## Target Job Seeker Markets: Priority Populations

The workforce system in Metro Southwest will address the needs of the following groups:

- The long-term unemployed
- Unemployment insurance claimants
- Low-income adults including TANF and SNAP recipients
- The homeless
- Adults enrolled in Adult Basic Education (ABE) programs
- Individuals with disabilities
- Veterans
- Older workers
- Offenders who are released from prisons and jails
- Young adults with barriers to employment

In Metro Southwest we will give priority to referrals from the WIOA Partners.

See Attachment A: The Knowledge Innovation Economy, for description of the labor market.

## Shared Customers

### *Continuum of Services*

Partners will give their customers the foundation knowledge and skills necessary to succeed in the career center environment and refer them to the career center for services. The customers most likely to benefit from career center career advising, training and placement services are those individuals who:

- Want to take the first step toward employment and/or education, are able and willing to work, and want a job
- Are able to complete digital and/or paper assessments
- Have a desire for services and are committed to training or retooling skills as necessary
- Are prepared to look for work
- Are able to work in the United States
- Are willing/able to sign a release of information form which will allow agencies to share applicable client information

Some customers will be supported as they progress through the services pathway by a Partner-career center team.

### *Career Center Services to Individuals*

Service begins at the Welcome Center when a staff person with deep knowledge of the career center and Partners' specialized services determines the reason why the individual is at the career center, asks the person to complete a profile for employment, an educational history, and guides them to the first step in the service pathway—referral to the Career Navigation Center or the Job Services Suite and/or referral to a WIOA partner or community organization. The referral may be made via computer or telephone.

The package of services may vary in intensity and duration based upon customer need and eligibility. The menu of services available at the career center includes:

- Skills, interest and aptitude assessment, including literacy, numeracy, language fluency, and English language proficiency, marketable knowledge and skills, and supportive services. Methods include interviewing and diagnostic testing.
- A service plan based on a conversation(s) with the individual that includes a discussion of his or her skills, skills valued in the labor market and the match or gap between what is required, and the individual's knowledge, skills and abilities.
- Comprehensive and extensive career counselling based on actual labor market needs so individuals can make informed career decisions.
- Eligibility determination for adult, dislocated worker, and youth programs.
- Staff assistance in writing a plan leading to employment.
- Training programs provided through career and technical education school adult learning divisions, private and public colleges and universities, and other approved vendors that match their skills, interests, personality, and employment goals. Help navigating the financial aid system and applying for WIOA vouchers. A plan for financing education will be developed.
- Referral to Partner organizations and other community resources when individuals need services that are beyond the scope of the career navigation division and they agree to the referral.
- Job search preparation and placement.

The following services will be available to all individuals through the virtual Job Services Suite and the profile matching system, regardless of eligibility for services through WIOA and other special programs:

- Labor market data including information about industries and occupations where there are current and future opportunities for employment and advancement, the knowledge and skills requirements in those jobs, and relevant education and training programs
- Job search tutorials, including resume building and interviewing skills placement assistance
- On-line occupational training programs
- Notice of a job opening when their profile matches the requirements in the job order, assistance in completing the application, and preparation for selling themselves to the employer
- Information about filing for unemployment and/or addressing problems with their claims

### *Pathways to Services (See Attachment B – MSW WIOA Partner Services Roadmap)*

There are multiple points of entry into the workforce development system in Metro Southwest, that, collectively, will lead to self-sustaining wages.

### *Supports and Services for Target Markets*

The table in Attachment C (MSW WIOA Partner Services) lists the services provided by each of the Partners to prepare people for the career center or to respond to the needs of individuals referred by the career center.

### *Referral Procedures*

A referral procedures manual will be produced in FY18.

### **Business Services: The Employer Marketplace**

WIOA offers an opportunity to innovate and strengthen services to individuals, industries and businesses. We commit to working with employers who have persistent and deep worker skills shortages, are in a targeted industry, employ people in target occupations, and are committed to hiring people with disabilities. We will work together to identify employer needs in the current marketplace.

The WIOA Partners and the career center operator will:

- Participate in an inventory of business services among the Partners
- Collaborate on the development of common practices, processes and services for the Business Services Team to cultivate new and existing business partnerships
- Enter job orders into the matching system
- Target industries/businesses and occupations in our joint work
- Analyze the current employer database, identify data and share with Partners
- Collect data (including but not limited to the characteristics/ abilities, skills and knowledge in demand by the employer) and enter into the customer management system (CMS)
- Collect job seeker profiles and enter the profiles into CMS to match with job orders
- Participate in the analysis of employer data in CMS and use the measurement/performance criteria of Department of Labor (DOL) and PSW in order to identify best practices
- Be familiar with labor market analysis from PSW and other resources
- Participate in the development, implementation and evaluation of the Employer Marketplace

The business services flow chart in Attachment D (MSW WIOA Partner Business Services) shows the process to be followed by the staff of the Employer Marketplace. The “staff” includes people housed in the career center marketplace itself and those housed at a Partner organization.

## Performance

Metro Southwest will focus on activities that evidence shows improves performance: demand driven approaches, sector projects, education and occupational training and social support.

In Metro Southwest performance will be measured using WIOA common performance measures for both the job seeker and employers, including:

Adults	Measures
Employment	Employed in the 2 <sup>nd</sup> quarter after exit
Employment Retention	Employed in the 4 <sup>th</sup> quarter after exit
Median Earnings	Median earnings in the 2 <sup>nd</sup> quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4 <sup>th</sup> quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

Youth	Measures
Employment	Employed or in education or training in the 2 <sup>nd</sup> quarter after exit
Employment Retention	Employed or in education or training in the 4 <sup>th</sup> quarter after exit
Median Earnings	Median earnings in the 2 <sup>nd</sup> quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4 <sup>th</sup> quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

Employers	Measures
Effectiveness in Serving Employers	Retention with the same employer in the 2 <sup>nd</sup> & 4 <sup>th</sup> quarter after exit
Effectiveness in Serving Employers	Employer penetration rate
Effectiveness in Serving Employers	Repeat business customer rate

## Technology

Technology platforms will be available throughout the career center to support the Metro Southwest Business Model. Technology will facilitate the exchange of information and a continuum of services to individuals, employers and Partners.

The WIOA Partners and the career center operator will select and implement technology and systems with these characteristics:

- Systems (in-person, virtual, etc.) available during times when specific customers from Partner programs are available (e.g. evenings and weekends)
- Connection to the Contact Management System [CMS] database for Business & Job Seeker Profiles
- Platforms/systems for counseling, training, case management and the linking of Partner services
- Support integrated 'real-time' access between all areas of the career center, customers, and/or Partners, including tracking customers, an accountability system, and quality access for individuals of various education levels, career pathways, and physical or job search needs
- Compliance with applicable statutes, regulations, and data security requirements
- Sharing of information to the greatest extent appropriate among Partners
- Compliance with common reporting principles and requirements

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- Meets confidentiality requirements
- Innovative, flexible and expandable
- Cost-effective

### **Data Sharing for Integrated Service Delivery for Shared Customers**

Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations.

### **Staff Development and Training**

The following modules make up the staff development curriculum:

- Partner agency missions
- Services offered by each agency
- Target populations served and their characteristics
- Requirements for participant entry
- Accessibility of services (accommodations)
- The referral process to and from the career center and the criteria used to determine when a referral would be made
- Staff sensitivity. What it means to be multi-lingual, multi-cultural, disabled and other special populations, being able to serve all customers regardless of cultural or physical attributes
- Technology systems, data integrity and data entry, demonstrated proficiency in use, data entry and accuracy in reporting

### **Funding Agreement**

"Funding" includes both cash payments and in-kind services, facilities and equipment.

The following agreements have been made contingent upon future staffing and state agency budget agreements:

- Continue current staffing levels
- Develop programs to be delivered by partner staff at the career center. For example, Massachusetts Commission for the Blind (MCB) staff may offer a resume writing workshop or offer training on adaptive equipment.
- Use FTEs as basis for allocating infrastructure costs
- Share responsibility for business services, referral of candidates to employers, and respect historical business relationships within the employer marketplace and Customer Management System (CMS)

### **Funding for Shared and Infrastructure Costs of the OSCC**

The Parties of this MOU agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that  
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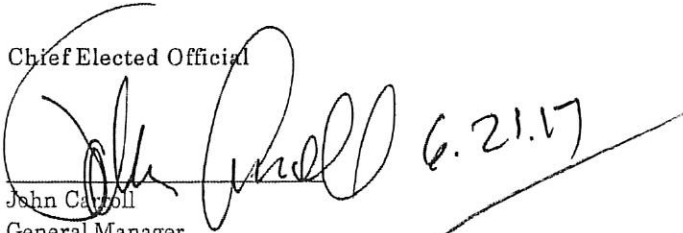
shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter in Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

## Signatories

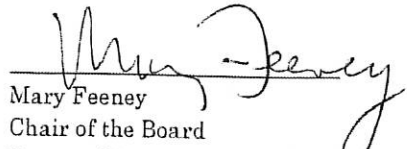
By signing this agreement, all parties agree to the provisions contained herein, subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to One-Stop Career Center customers. By signatures affixed below, the parties specify their agreement:


By signing the MOU, all parties agree to reviewing and modifying the local MOU on an as-needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirement as identified by WIOA.

Chief Elected Official

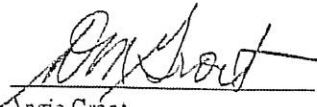
  
John Carroll  
General Manager  
Town of Norwood, MA

## Partnerships for a Skilled Workforce, Inc.

  
Mary Feeney  
Chair of the Board  
Partnerships for a Skilled Workforce, Inc.

  
Sylvia Beville  
Executive Director  
Partnerships for a Skilled Workforce, Inc.

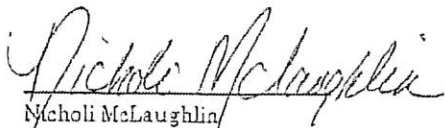
## Massachusetts Department of Career Services (DCS)

  
Angie Grant  
DCS Operations Manager  
Framingham Career Center  
Massachusetts Department of Career Services

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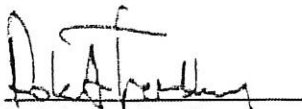
Nicholi McLaughlin  
DCS Operations Manager  
Norwood Career Center  
Massachusetts Department of Career Services

The Massachusetts Department of Unemployment Assistance



Marie-Lise Sobande  
Deputy Chief of Staff  
DUA Representative/Designee  
The Massachusetts Department of Unemployment Assistance

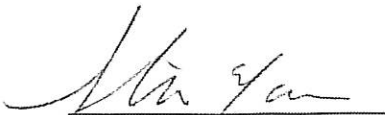
Adult and Community Learning Services



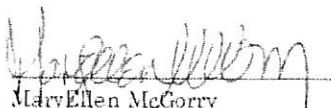
Dr. Robert A. Tremblay  
Superintendent, Framingham Public Schools  
Framingham Adult ESL<sup>Plus</sup>  
Adult and Community Learning Services

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Jodi Fortuna  
Superintendent Hudson Public Schools  
Hudson-Maynard Adult Learning Center  
Adult and Community Learning Services



Stephen Martini  
Vice President of Administrative Services and Chief Financial Officer  
Quinsigamond Community College - Adult Community Learning Center at Assabet  
Adult and Community Learning Services



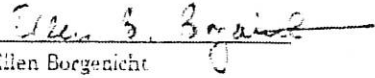
MaryEllen McGorry  
Director  
Middlesex Sheriff's Department Adult Basic Education  
Adult and Community Learning Services

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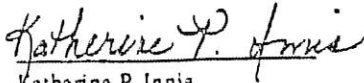


Chris Dawley  
Director  
Norfolk House of Corrections  
Adult and Community Learning Services



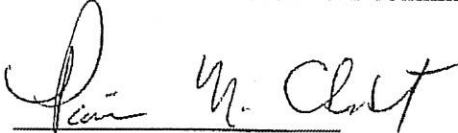
Ellen Borgenicht  
Director  
Blue Hills Regional Adult Basic Education  
Adult and Community Learning Services

Thomas A. Turco, III  
Commissioner of the Massachusetts Department of Correction  
Massachusetts Department of Corrections  
Adult and Community Learning Services



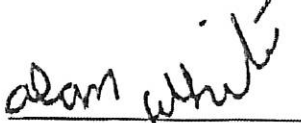
Katherine P. Innis  
Director  
Middlesex Community College  
Adult and Community Learning Services

**Massachusetts Rehabilitation Commission**



Patricia Chabot  
Area Director  
Framingham Area Office  
Massachusetts Rehabilitation Commission

**Massachusetts Commission for the Blind**

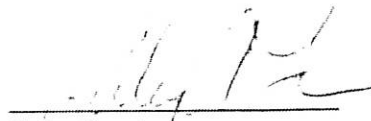


Alan White  
Regional Director  
Metro West Region  
Massachusetts Commission for the Blind

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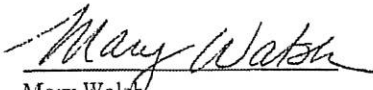
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WIOA Youth Program



Kelley French  
Director – PSW Youth Careers  
Partnerships for a Skilled Workforce, Inc.

Department of Transitional Assistance, Transitional Assistance Office, including Temporary Assistance for Needy Families Regional Office and the Supplemental Nutrition Assistance Program

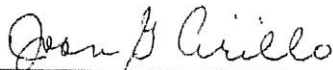


Mary Walsh  
Director  
Transitional Assistance Office, Framingham  
Massachusetts Department of Transitional Assistance

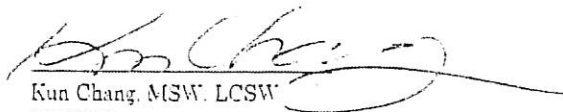
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Maria Deberandinis  
Regional Director  
Massachusetts Department of Transitional Assistance

Senior Community Service Employment Program, Operation A.B.L.E., Executive Office of Elder Affairs



Joan Cirillo  
President & CEO  
Operation A.B.L.E. of Greater Boston, Inc.



Kun Chang, MSW, LCSW  
SCSEP Director  
National Asian Pacific Center on Aging (NAPCA), Greater Boston Chinese Golden Age Center

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## One-Stop Career Center Operator

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To Be Determined

Title

Organization

One-Stop Career Center Operator

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# KNOWLEDGE INNOVATION ECONOMY

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## Metro Southwest . . . Technology Heartland of Massachusetts

Covering the area between Routes 128/I495, and serving 43 communities, Metro Southwest is one of the largest of the 16 workforce regions in Massachusetts.

The Metro Southwest (MSW) region contains communities that are defined by high-growth, high-paying knowledge and innovation industries, exceptional educational attainment and outstanding research and education institutions.

MSW is a college labor market in which jobs requiring post-secondary education dominate and college-educated residents thrive. Those without post-secondary education do not.

## The Great Recession and the Recovery

### *MSW employment level exceeds employment at the beginning of the recession*

MSW lost 3.3% of the jobs in the Great Recession, while job loss in the state as a whole was 4.0%.<sup>1</sup>

MSW had the strongest growth among all state's regional labor markets, increasing 2.6% between the fourth quarters of 2009 and 2010.<sup>2</sup>

In the first quarter of 2008, there were 468,967 jobs in the region. In May 2014 employment was at 512,851.

### *Like the state as a whole, the recovery has spanned industries*

EMPLOYMENT IN KEY METRO SOUTHWEST INDUSTRY SUPERSECTORS			
Industry	Q1/2008	Q2/2013	% Difference
Scientific Research & Development	9,837	12,129	23.3%
Computer Systems Design	19,425	23,809	22.6%
Health Care	45,708	52,814	15.5%
Professional & Technical Services	66,422	67,569	1.7%
Telecommunications	1,788	2,589	44.8%

### *Job vacancies rates rising*

The job vacancy rate in Greater Boston was 3.4% at the end of 2007, declining by more than a percentage point at the end of 2009 and rising to near 3.0% as the economy recovered. Greater Boston has 45% of employment, but 55% of the vacancies across the state.<sup>3</sup>

As reported in the 2013 Greater Boston Job Vacancy Survey conducted by the Executive Office of Labor and Workforce Development, the vacancy rate for all occupations was 4.7%, with the highest rates reported for computer and mathematical occupations (6.8%), protective series (5.2%), building and grounds cleaning and maintenance (5.2%), personal care and service jobs (6.6%), and sales (5.8%).

The vacancy rate for all industries was 4.8%. Vacancy rates exceeded five percent in retail trade; real estate rental and leasing; management of companies; arts, entertainment and recreation; and accommodation and food services.

***Labor force participation has increased over the past year***

In June 2014 503,997 residents were either employed or actively looking for work. By June 2015 that number had increased to 516,503. This represents 14% of the Commonwealth's workforce.

***Unemployment remains the lowest in the state, but almost 40% experience long periods of joblessness***

The unemployment rate in MSW jumped to 6.5% during the recession, up from 3% in 2007—but it was the lowest among all workforce regions in the state.<sup>4</sup>

The MSW rate increased over the past year—from 5.2% in June 2012 to 5.8% in June 2013, still well below the state rate of 7.4%.

By June 2015 the unemployment rate for the region had fallen to four percent, below the Massachusetts rate of 4.9%

20,501 people who were looking for employment remained unemployed—12.1% of the states' unemployment.

In July 2013, 37.0% of the unemployed had been unemployed for 27 weeks or longer. The average weekly spell of unemployment was slightly over 36 weeks. The median was 15.7 weeks.<sup>5</sup>

***The unemployed in MSW were older and more educated than the unemployed in the state as a whole***

Almost one-third of the unemployed have a high school diploma or less, compared to one-half in the state. However, as a consequence of the highly educated workforce in MSW, 52.7% of the unemployed in MSW have a bachelor's degree or higher, substantially higher than the 27.7% statewide.<sup>6</sup>

***Youth did not fare well in the recession and have not regained employment in the recovery***

17.5% of the unemployed in MSW are ages 16 to 24, but they are only 9.5% of the workforce. However, youth unemployment in Metro Southwest is significantly below the state as a whole. 26.4% of the unemployed in the state are between the ages of 16 and 24.

## Population

### ***Without the influx of immigrants, the population in MSW would have declined over the past decade***

At 1,038,784 residents, MSW accounted for 16.6% of the state's population at the end of 2010, behind the Southeast (21%) and Boston/Metro North (19.2%).<sup>7</sup>

After experiencing the second fastest population growth rate (0.4%) early in the decade, MSW was one of only three regions to experience a decline in population in recent years—0.1%.<sup>8</sup>

From 877,860 in 2000, the native born population fell to 859,444 in 2010, while the immigrant population grew by 2.7% to 179,340 in 2010.<sup>9</sup>

In the period 2000–2007, the growth of working-age immigrants was 3.6%, larger than in Massachusetts at 2.8% and in the United States at 3.2%. Immigration slowed in 2010 to 1.5%, less than in Massachusetts at 2.0% and in the United States at 2.3%.<sup>10</sup>

The region became more ethnically and racially diverse over the decade, with a 6.3% increase in the number of Hispanic residents and a 5.2% increase in Asian residents.<sup>11</sup>

## Income Sufficiency

### ***MSW is a high-income region, but not all individuals share in the prosperity, and poverty rates have increased slightly even in the recovery***

From 2009 to 2013, the median household income was \$82,090 in Middlesex County and \$84,916 in Norfolk County, well above \$66,866 in Massachusetts.<sup>12</sup>

For the same time period, per capita income in Norfolk County was \$44,692 and \$42,861 in Middlesex County compared to the state per capita income of \$35,763.<sup>13</sup>

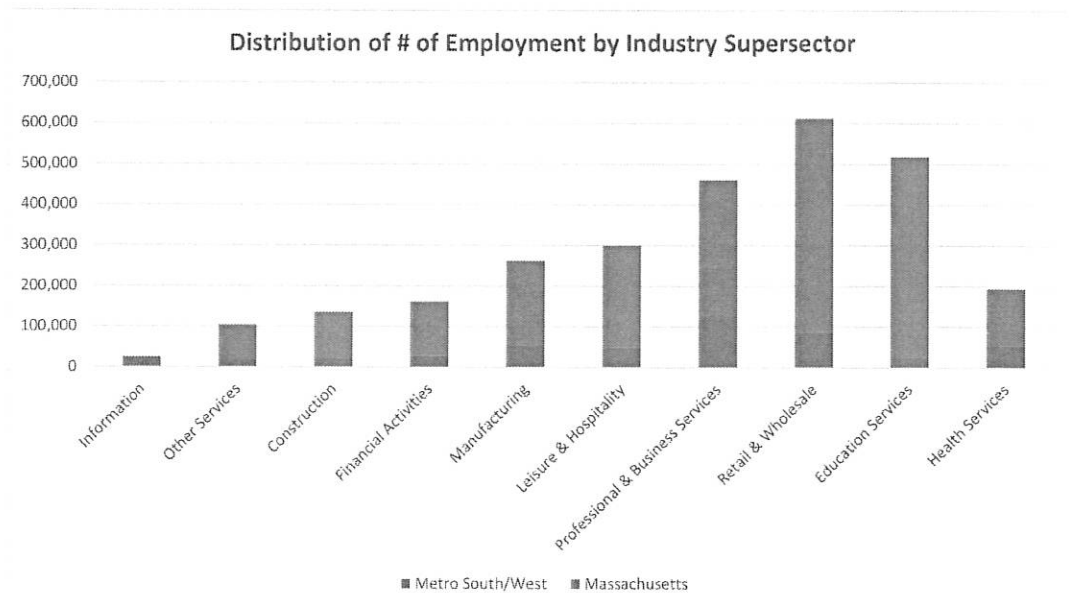
8.1% of the population in Middlesex County and 6.6% of the population in Norfolk County fell at or below the federal poverty level compared to 11.4% of the residents in the state.<sup>14</sup> (The federal government defines poverty as \$15,510 for a family of two up to \$39,630 for a family of eight)

Youth poverty rates for 15 to 24 year olds in Metro Southwest range from 16.6% in Brookline, 11.5% in Waltham, 7.8% in Framingham to 0.7% in Dover. The poverty rate for all 43 cities and towns is 4.9%.

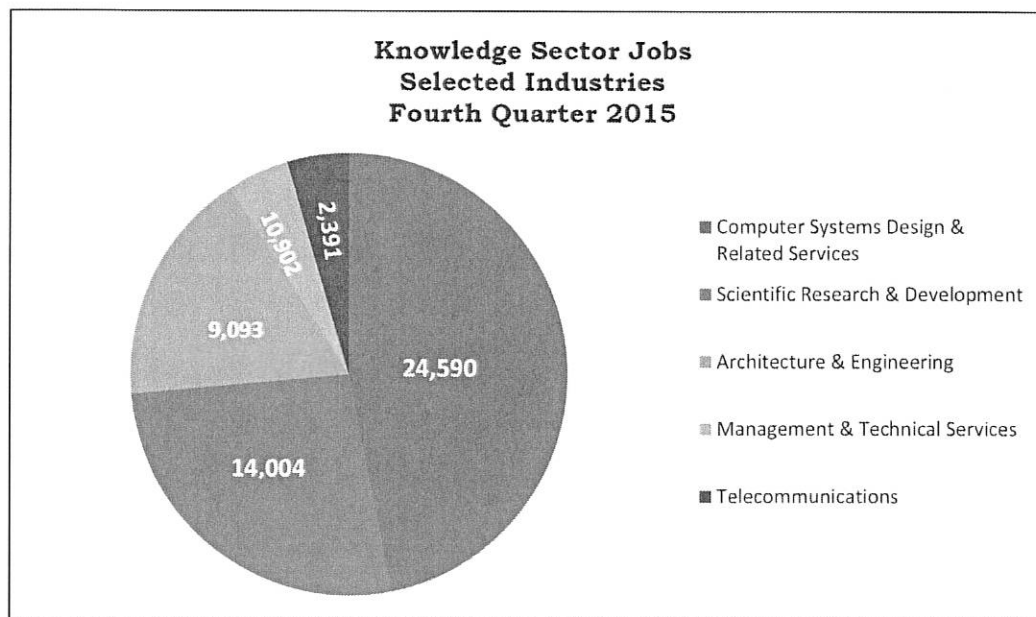
## The MSW Labor Market: Demand

*MSW has 17.52% of the state's employment—512,851 jobs*

**In the fourth quarter of 2014 professional and business services dominate the region with 26% (126,972) of the jobs in the region—one quarter of the professional and business services jobs in the state**



### *Knowledge technology jobs dominate in Metro Southwest*



### ***Firms with 100 or more employees accounted for almost one-half of the jobs in MSW***

The majority of companies (86.5%) had fewer than 20 employees, but they accounted for only 21.8% of employment.

## **The MSW Labor Market: Supply**

### ***MSW is a net importer of workers***

MSW is a net importer of workers with 60,000 more employees commuting into the region for work than residents commuting out.<sup>15</sup>

### ***Labor force growth slowed by 2010***

Between 2000 and 2005, the labor force grew by 4.6%, compared to Massachusetts, 4.4% and the United States, 4.8%. By 2010 the growth rate of the MSW labor force slowed to 2.2%, less than that of Massachusetts, 3.0% and the United States, 3.2%.<sup>16</sup>

### ***MSW has the oldest workforce in the Commonwealth***

Slightly over 50% of the unemployed in MSW are 45 or older, compared to 36.6% in the state.<sup>17</sup>

Between 2000 and 2010, the number of 45–64 year olds in the workforce in MSW increased by 5.6%; 16–24 year olds increased by 1.8%. The prime working age group, 25–44 year olds, declined by 4.5%.<sup>18</sup>

### ***Best educated workforce in the Commonwealth***

80% of MSW workers had completed some post-secondary education by the end of the decade, compared to 70% in Massachusetts and 60% in the nation.<sup>19</sup>

Nearly 30% of MSW's workers had a master's degree or higher, almost double the share of workers in Massachusetts with a master's.<sup>20</sup>

46.7% of the unemployed in MSW have a bachelor's or higher, compared to 22.8% in the state.<sup>21</sup>

The number of people in the labor force in the region without a high school diploma or GED fell by 2.0% to 29,248 in 2010.<sup>22</sup>

Educational attainment falls sharply by age cohort. The largest potential shortfall is in associate's degrees; 12,600 people in MSW between 45 and 54 have an associate's degree. Fewer than 5,000 people between the ages of 25 and 34 have an associate's.<sup>23</sup>

*The 128 loop encompasses 58 institutions of higher education—18 in Metro Southwest.<sup>24</sup>*

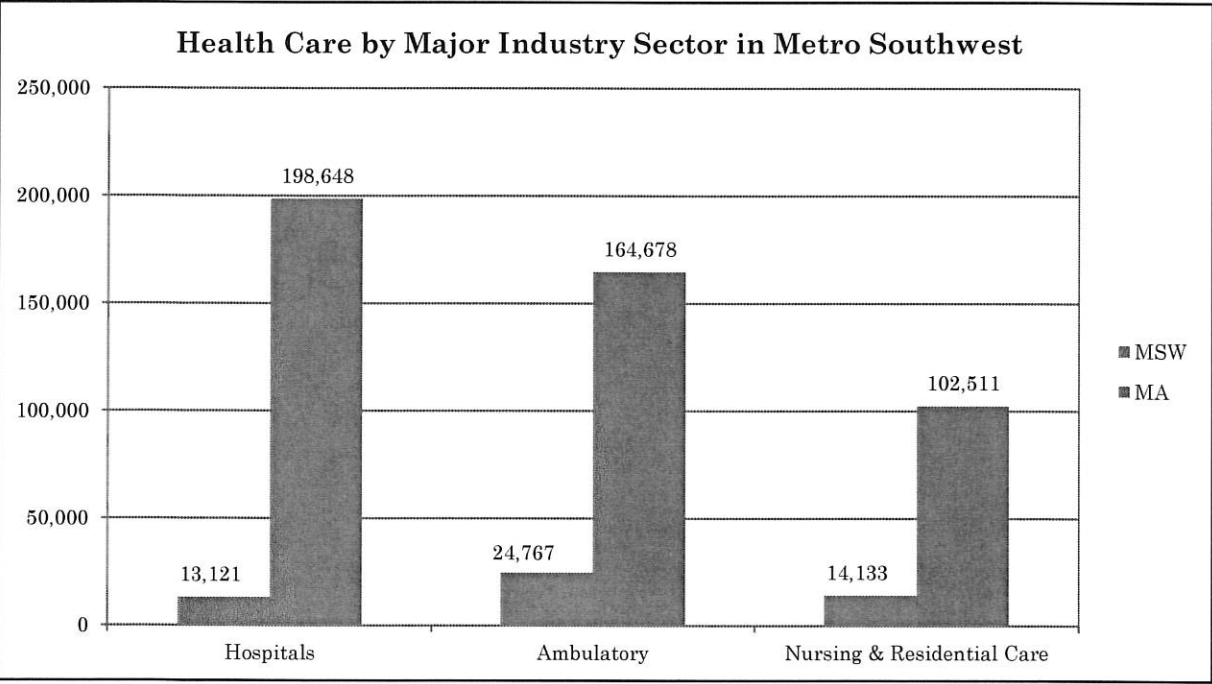
INSTITUTIONS OF HIGHER EDUCATION IN METRO SOUTHWEST	
Ashland	MassBay Community College Automotive Technology Center
Brookline	Boston Graduate School of Psychoanalysis Hellenic College and Holy Cross Greek Orthodox School of Theology New England Institute of Art Newbury College Pine Manor College
Canton	Massasoit Community College
Framingham	MassBay Community College
Marlborough	Quinsigamond Community College
Needham	Franklin W. Olin College of Engineering
Newton	Andover Newton Theological School Boston College Hebrew College Lasell College Mt. Ida College
Waltham	Bentley University Brandeis University
Wellesley	Babson College Massachusetts Bay Community College Wellesley College

***MSW is home to 45 secondary school districts***

In addition to the 40 “comprehensive” high schools, there are five regional career technical schools—Minuteman in Lexington, Tri-County in Franklin, Blue Hills in Canton, Joseph P. Keefe in Framingham and Assabet Valley Regional Technical High School in Marlborough

**Health Care**

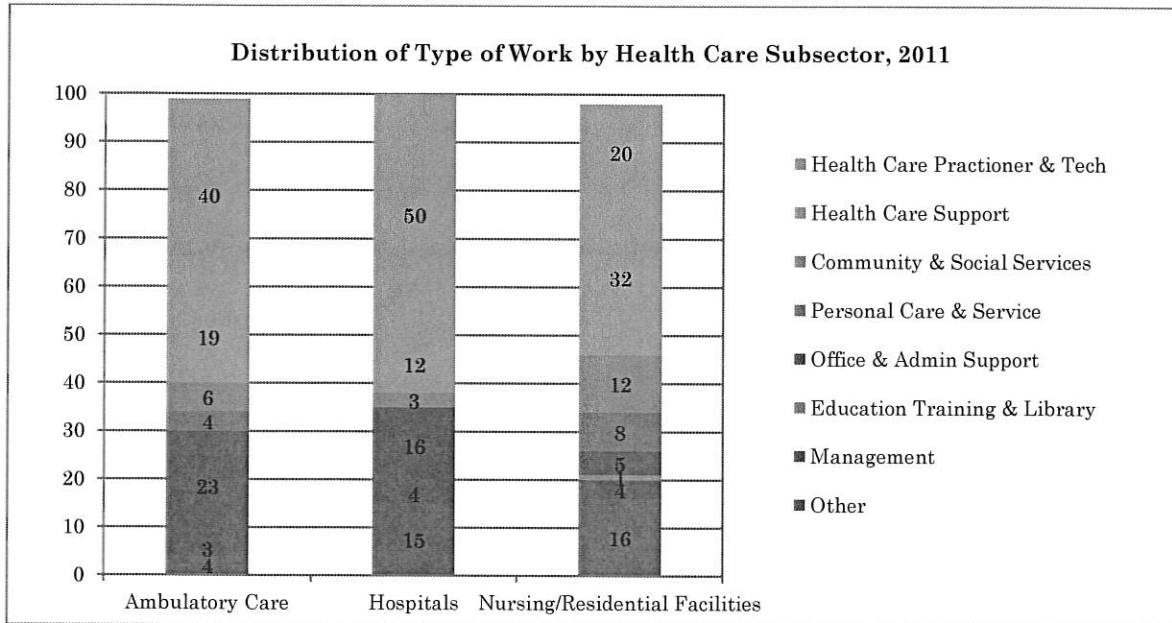
*In the second quarter of 2013, ambulatory care made up 48.9% of the 52,814 health care jobs in MSW*



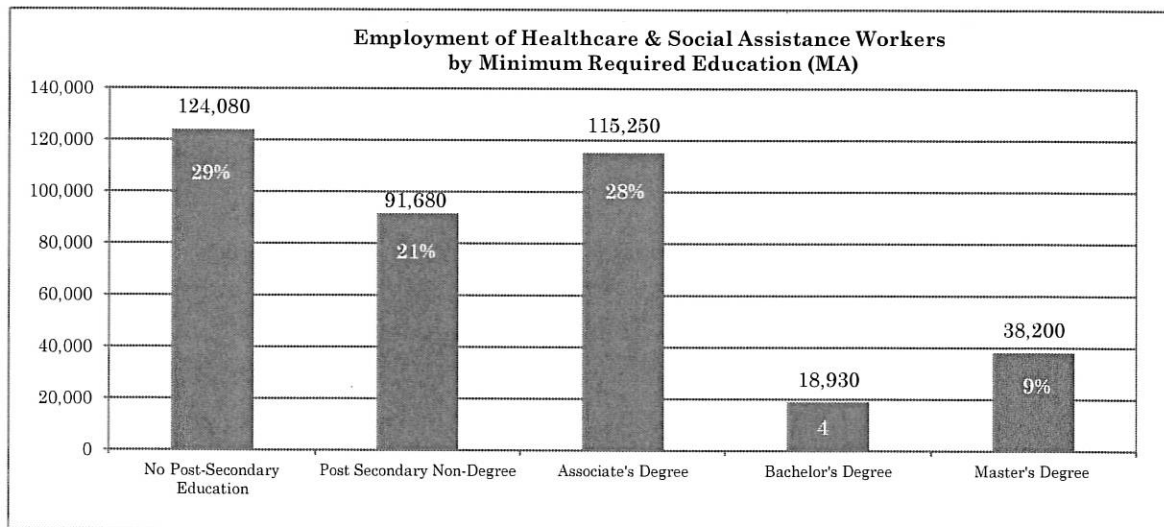
Hospitals include medical, surgical, psychiatric and substance abuse hospitals.  
Ambulatory care includes doctor's and dentist's offices, medical and diagnostic labs and home health care.  
Nursing and residential care include nursing homes, residential mental health facilities, and community care facilities for the elderly.

### ***Occupational distributions vary by health care subsectors***

Health care practitioners and technicians make up 40% of the ambulatory care workforce compared to 50% of the hospital workforce and 20% of the nursing and residential care workforce.<sup>25</sup>



***78% of the health care jobs do not require a bachelor's degree.<sup>26</sup>***



These percentages do not sum to 100 because the occupations requiring a Doctorate are omitted.



### *Health care jobs are a pathway to economic self-sufficiency*

Salaries range from \$22,430 for jobs not requiring a post-secondary degree (pharmacy aide) to \$89,960 for jobs requiring a master's degree (physician assistant).<sup>27</sup>

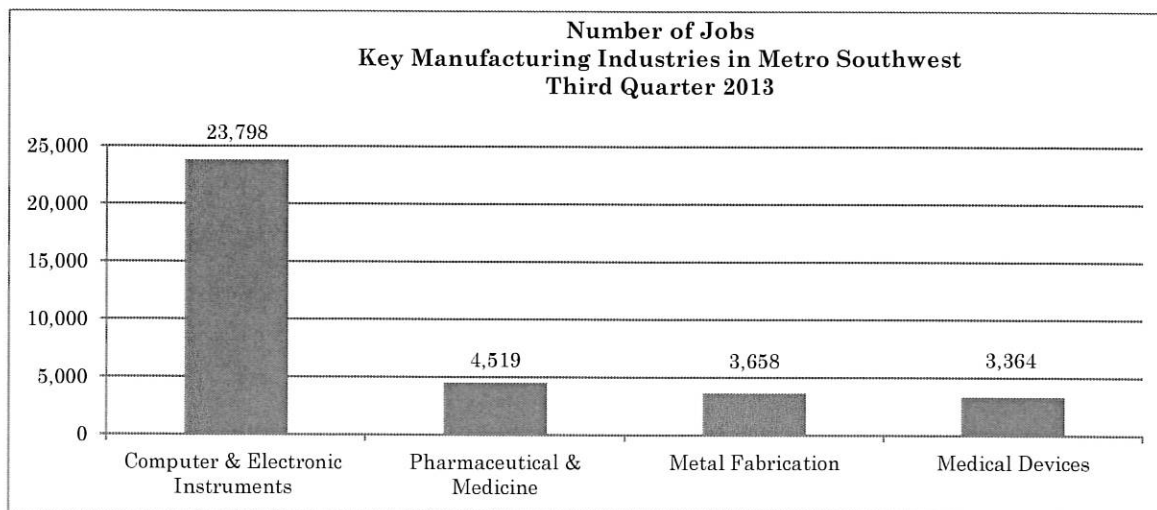
AVERAGE ANNUAL SALARIES BY EDUCATION	
Education Requirement	Salary Range
No post-secondary education requirement	\$22,430–\$47,480
Certificate required	\$28,480–\$47,480
Associate's degree	\$35,160–\$67,200
Bachelor's degree	\$37,710–\$86,450
Master's degree	\$35,940–\$89,960

### **Advanced Manufacturing**

*The majority of MSW manufacturing firms fit the definition of “advanced manufacturing”<sup>28</sup>*

ADVANCED MANUFACTURING
Innovate, turning raw materials into complex products
Compete with high standards, in design, production, delivery and product life cycle management
Pay well for a highly skilled workforce
Participate in a network of scientists, researchers, precision machinists, engineers, financiers, business developers and entrepreneurs
Believe that the network is the strength of innovation and problem solving

Three of the top manufacturing industries in MSW, computers, electronics and pharmaceuticals are classified as “high tech” by the Organization for Economic Cooperation and Development. (The classification is based on the products produced .)<sup>29</sup>



### ***Manufacturing accounts for almost one in ten jobs in MSW<sup>30</sup>***

MSW manufacturing firms employed 51,929 workers in the second quarter of 2013, down from 55,564 in the first quarter of 2008.<sup>31</sup>

67% of the almost 700 employers surveyed across the state in 2011 reported moderate or severe shortages in skilled production jobs (machinists, craft workers and technicians). Only 8% reported difficulty filling entry-level jobs, down from 43% in 2008.<sup>32</sup>

MSW firms report difficulty in filling R&D engineer, chemist and other highly educated specialist jobs.<sup>33</sup>

Eleven of the 25 largest medical device companies in the Commonwealth are located in MSW<sup>34</sup>

LARGEST MEDICAL DEVICE COMPANIES IN MSW	
Thermo Fisher Scientific	Nova Biomedical Corporation
Boston Scientific	HartWare International
Alere, Inc.	Tegra Medical
PerkinElmer	Tanika Therapeutics, Inc.
Hologic, Inc.	TEI Biosciences, Inc.
Insulet Corporation	

### ***Manufacturing firms in MSW hire a greater proportion of professional and technical workers than manufacturing firms in other regions of Massachusetts<sup>35</sup>***

OCCUPATIONAL PROFILE KEY METRO SOUTHWEST MANUFACTURING SECTORS MAY 2011				
Occupation	Pharmaceutical & Medicine	Computers & Electronic Instruments	Metal Fabrication	Medical Devices
Managers	19.0	13.3	7.0	7.8
Business & Financial Occupations	6.7	7.9	1.8	5.3
Computation & Mathematics	2.7	24.1		3.1
Engineers	10.4	20.7	2.9	15.0
Life, Physical & Social Scientists	27.9	0.5		
Sales		4.6		6.8
Office & Administrative Support	9.9	8.4	10.3	11.5
Installation, Maintenance & Repair	23.4	1.5	1.8	4.0
Production		16.0	70.7	41.0
Transportation & Material Moving			3.2	5.0
Miscellaneous		3.0	2.3	0.5
	100.0	100.0	100.0	100.0

***Manufacturing workers in MSW are well paid***

<b>MEDIAN ANNUAL INCOME KEY METRO SOUTHWEST MANUFACTURING SECTORS MAY 2011</b>			
<b>Industry Sector</b>	<b>Managers</b>	<b>Engineers &amp; Technicians</b>	<b>Production Workers</b>
Pharmaceuticals & Medicine	\$116,301	\$52,572	\$30,625
Computer & Electronic Instruments	\$139,015	\$86,761	\$37,686
Metal Fabrication	\$102,241	N/A	\$30,073
Medical Devices	\$129,841	\$75,087	\$31,756

***The majority of manufacturing workers in MSW are well educated***

In 2010, 21.9% of MSW workers had some college or an associate's degree. 52.9% had a bachelor's or higher.<sup>36</sup>

**Information Technology**

***Four subsectors make up the Massachusetts IT industry***<sup>37</sup>

**Massachusetts Information Technology Sectors & Subsectors**

<p><b>IT Services</b></p> <p>Systems development &amp; integration Computer support &amp; maintenance Web Design &amp; development Training Data hosting &amp; processing, etc.</p>	<p><b>Software</b></p> <p>System software Middleware/ integration software Application software Custom computer programming</p>
<p><b>Hardware</b></p> <p>Semiconductors &amp; equipment Computer peripherals &amp; devices (including storage) Network hardware Communications equipment &amp; devices (including mobile)</p>	<p><b>Network Communications</b></p> <p>Wireline Telephone Cable Wireless Internet service providers (ISPs) Related communications Infrastructure</p>

***IT has moved from hardware development and production to IT services and software over the decade***

In 2000, almost 40% of the jobs were in the hardware sector. By 2008 only 32% of the jobs were in hardware. 54.5% of the jobs are now in IT services and software, up from 45.6% in 2000.<sup>38</sup>

***21 of the 70 fastest growing companies ranked by revenue growth between 2009 and 2012 were in information technology firms. Five were in MSW.***<sup>39</sup>

5 FASTEST GROWING TECH FIRMS IN MSW
EchoStor Technologies
Emservop
Solidas Technical Solutions
Syrinx Consulting Corporation
NWN Corporation

***Although reduced in size since 2000, IT is still a significant presence in the Commonwealth and in MSW***

At its height in 2000, IT firms statewide employed over 240,000 people. In 2008, that number had shrunk to 178,322.<sup>40</sup>

In the third quarter of 2012 there were 27,291 information jobs in MSW, slightly over five percent of all jobs in the region.

***There is opportunity for workers with some post-secondary education, but not a bachelor's degree—middle skills jobs***

In 2011, there were 153,560 IT middle skills job openings statewide.<sup>41</sup>

IT MIDDLE SKILLS JOBS IN MASSACHUSETTS	
Computer Network & Database System Administrators	32,610
IT & User Support	24,732
Web–Internet–Digital Media	21,541
Data & Information Management	20,093

Demand for software developers for network/computer systems is expected to rise by 71.7% between 2010 and 2020.<sup>42</sup>

SOFTWARE DEVELOPER GROWTH AREAS	
Java/j2EE/Java Developer	SAP
Mobile	SharePoint
NET	Web Developer
Software Developers	Network Engineers
Security	Networking Cloud 900

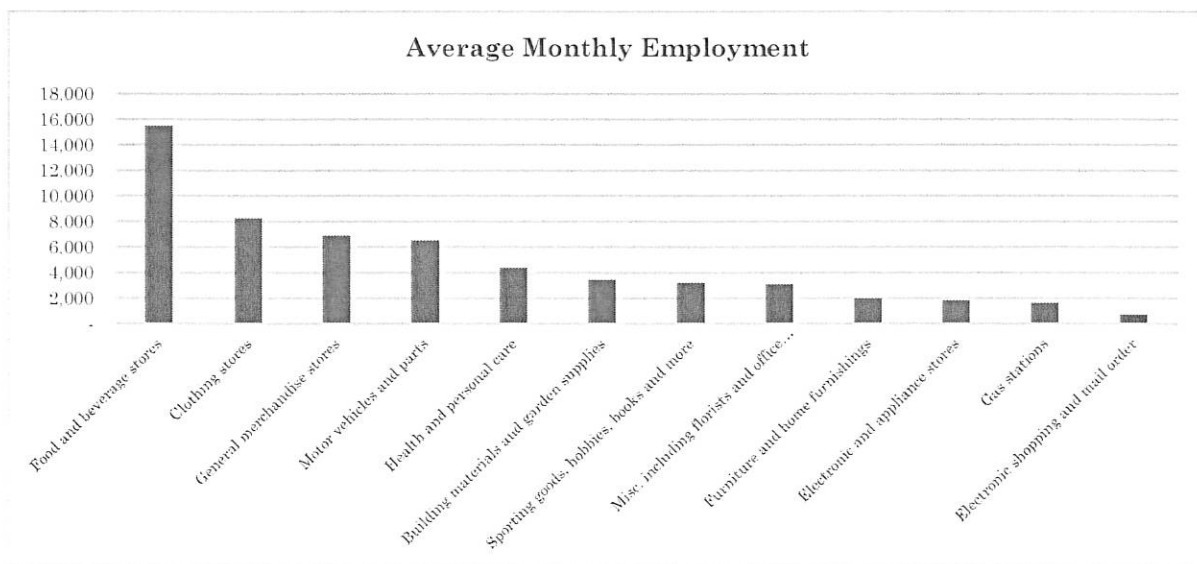
*IT industry salaries are higher than salaries in other industries in Massachusetts<sup>43</sup>*

COMPUTER SYSTEMS DESIGN & RELATED SERVICES		
Occupation	IT Median Annual Wage	Other Industry Median Annual Wage
Management	\$130,760	\$92,880
Computer & Mathematical Occupations	\$78,320	\$75,080
Business & Financial Operations	\$73,050	\$61,700
Office & Administrative Support	\$36,230	\$31,250

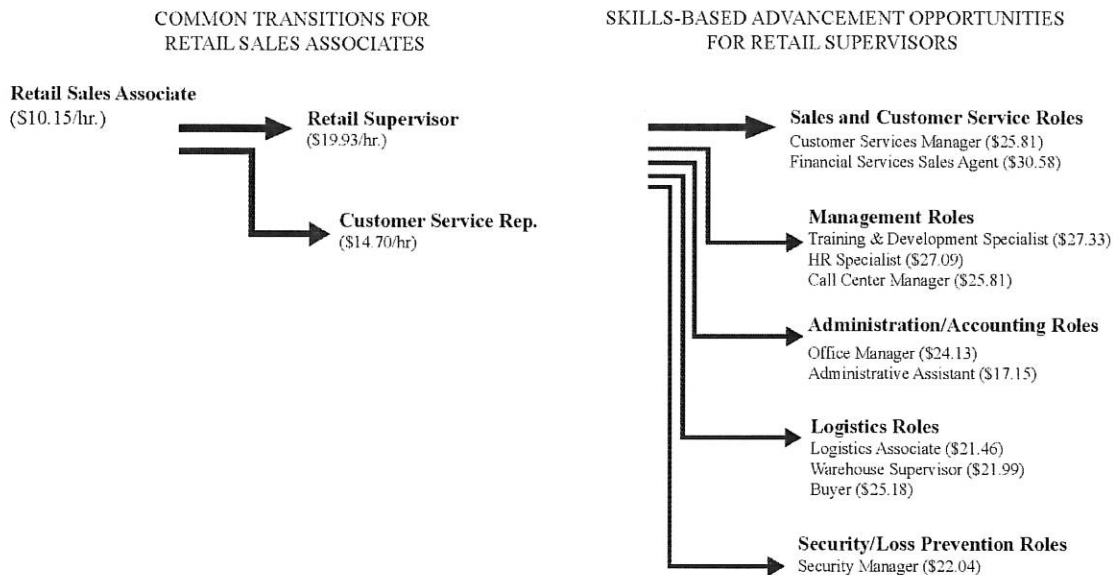
The median salary for software developers specializing in systems design was \$94,570 in 2011. Software application developers were not far behind at \$88,120, while computer systems analysts had a 2011 median salary of \$82,160.<sup>44</sup>

## Retail and Wholesale Trade

Trade is a significant presence in Metro Southwest with 86,039 jobs in the fourth quarter of 2014.



*Although entry-level average weekly wages across retail sectors are low, most retail companies may offer career pathways for people with limited education and work experience.*



Methodology: Transition pathways are based on the frequency of career transitions observed in millions of resumes and analysis of skill requirements in Burning Glass proprietary database of more than 100 million online job postings. Wage data reflect the mean advertised hourly wage.

## Challenges Ahead

With a diverse industry base and a well-educated workforce the region is well positioned to thrive over the next decade. However, there are significant challenges facing policy makers, educators and workforce development organizations. Action must be taken to:

- Ensure that there are an adequate number of people in the workforce by supporting the growth of jobs that are attractive and accessible to people who left the workforce during the recession and maximize the potential of the immigrant population
- Create a job-driven education and training system that re-skills those who are currently unemployed and prepares the workforce of the future by strengthening working relationships between business, industry and education at all levels
- Dramatically expand opportunities for all young people to work and learn through co-op programs, internships and paid work

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<sup>1</sup> Clifford, Robert. *Labor Market Trends in the Metro South/West Region*. Commonwealth Corporation and the New England Public Policy Center of the Federal Reserve Bank of Boston. Boston, MA. June 2012. p. 21.

<sup>2</sup> Clifford, 21.

<sup>3</sup> Clifford, 39.

<sup>4</sup> Clifford, 17.

<sup>5</sup> EOLWD.

<sup>6</sup> Clifford, 19

<sup>7</sup> Clifford, 8.

<sup>8</sup> Clifford, 8–9.

<sup>9</sup> Clifford, 9.

<sup>10</sup> Clifford, 10.

<sup>11</sup> Clifford, 9.

<sup>12</sup> US Census Bureau. Quick Facts. 2011.

<sup>13</sup> US Census Bureau, Quick Facts. 2011.

<sup>14</sup> US Census Bureau. Quick Facts. 2011.

<sup>15</sup> Clifford, 20

<sup>16</sup> Clifford, 11.

<sup>17</sup> Clifford, 18.

<sup>18</sup> Clifford, 9.

<sup>19</sup> Clifford, 15.

<sup>20</sup> Clifford, 15.

<sup>21</sup> Clifford, 15.

<sup>22</sup> Clifford, 15.

<sup>23</sup> Clifford, 16.

<sup>24</sup> Wikipedia. List of colleges and universities in metropolitan Boston.

<sup>25</sup> Clifford, 33.

<sup>26</sup> Blakely and White, 26.

<sup>27</sup> Blakely and White, 27-31.

<sup>28</sup> Deloitte Consulting LLP. *Reexamining advanced manufacturing in a networked world: Prospects for a resurgence in New England*. The New England Council. December 2009.

<sup>29</sup> Thomas Hatzichronoglou, *Revision of the High-Technology Sector and Product Classification*. Paris: Organization for Economic Cooperation and Development.

<sup>30</sup> EOLWD.

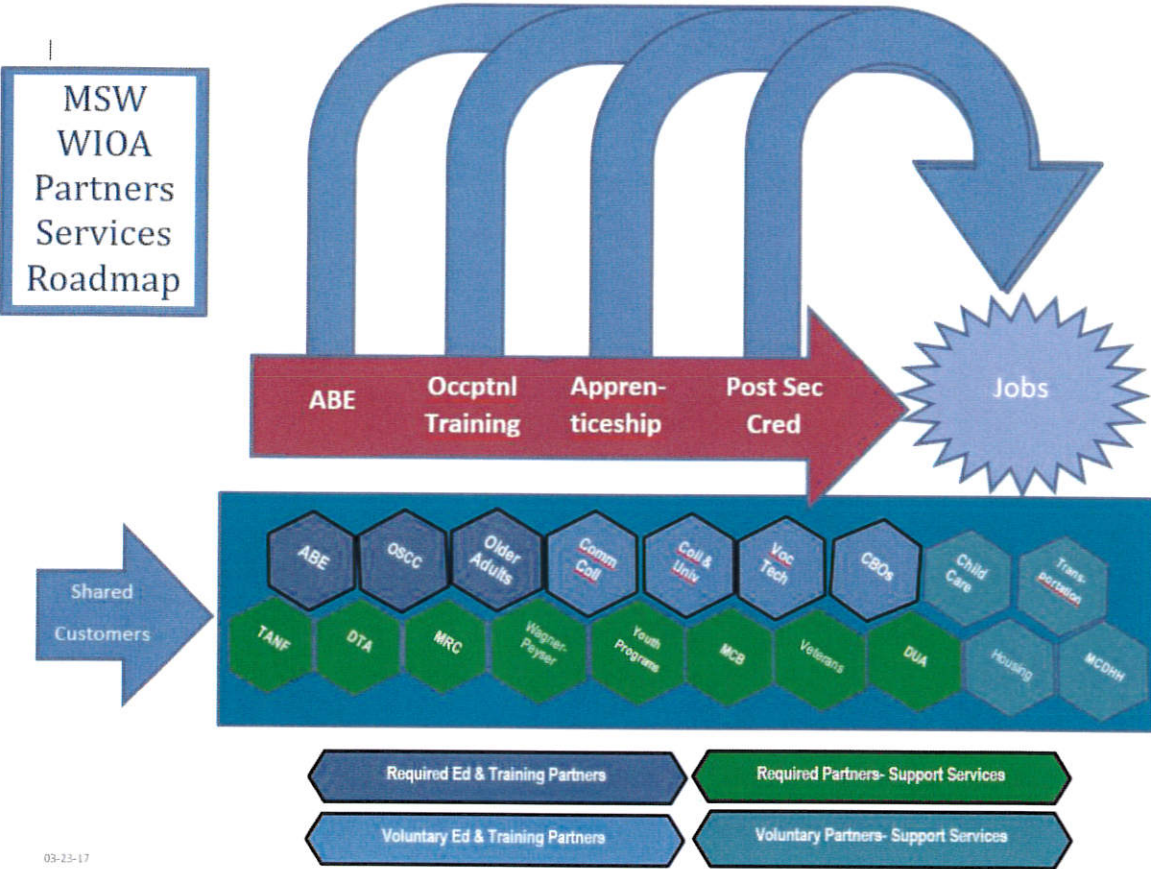
<sup>31</sup> EOLWD.

<sup>32</sup> Bluestone, Barry, Anna Gartsman, Don Walsh, Russ Eckel, and James Huessy. *Staying Power II: A Report Card on Manufacturing in Massachusetts*. The Kitty and Michael Dukakis Center for Urban and Regional Policy, School of Public Policy and Urban Affairs, Northeastern University. Boston, MA. 2012.

- <sup>33</sup> Beville, Sylvia, Kelley French. *Manufacturing in Metro Southwest*. Partnerships for a Skilled Workforce. Marlborough, MA. 2013.
- <sup>34</sup> *Boston Business Journal*. August 16-22, 2013.
- <sup>35</sup> Clifford, 33.
- <sup>36</sup> Clifford, 28.
- <sup>37</sup> Goodman.
- <sup>38</sup> Goodman.
- <sup>39</sup> Boston Business Journal. *Area's Fastest-Growing Private Companies*. April 26, 2013.
- <sup>40</sup> Goodman.
- <sup>41</sup> BATEC. *An Analysis of Information Technology Middle Skill Job Openings 2011*. Boston, MA. June 2012.
- <sup>42</sup> *Boston Business Journal*, August 2-8, 2013.
- <sup>43</sup> *Boston Business Journal*, August 2-8, 2013.
- <sup>44</sup> *Boston Business Journal*, August 2-8, 2013.



ATTACHMENT B. MSW WIOA Partner Services Roadmap



03-23-17

May 2, 2017

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ATTACHMENT C. MSW WIOA Partner Services

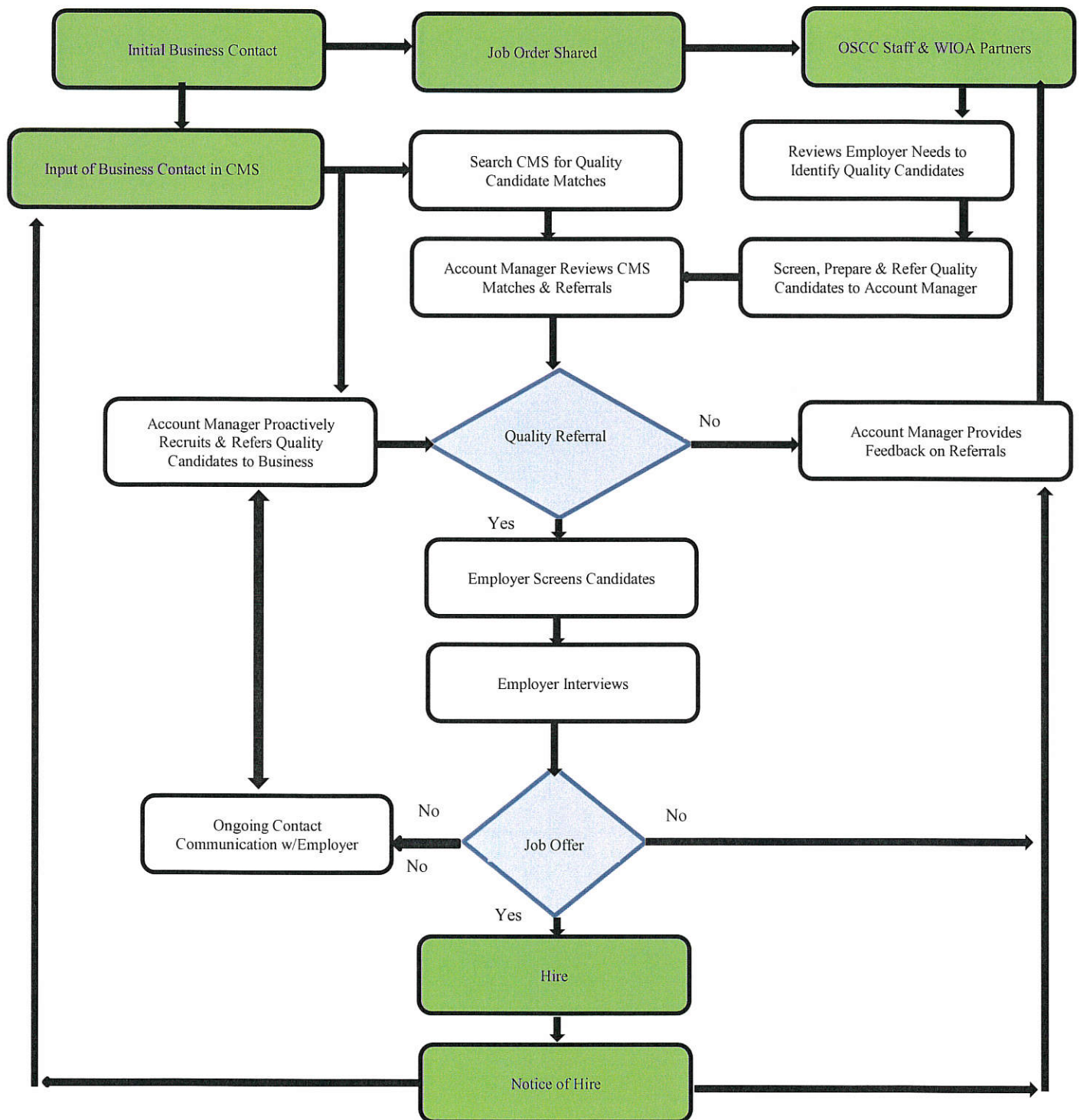
WIOA Partners Services															
	Adult Ed: Framingham Adult ESL	Hudson- Maynard Adult Learning Center	Assabet Valley Adult Education	Middlesex House of Correction	Norfolk House of Correction	Blue Hills Regional Adult Basic Education	Middlesex Community College	PSW WIOA Youth Program	Massachusetts Rehabilitation Commission (MRC) -Vocational Rehab	Massachusetts Department of Unemployment Assistance	Massachusetts Dept of Career Services / Career Centers*	Massachusetts Commission for the Blind	Senior Community Service Employment Program: Operation ABLE & Executive Office of Elder Affairs	Massachusetts Dept of Transitional Assistance: TANF; SNAP	Career- Technical Education; Perkins
<b>Job Readiness Services</b>															
Career Planning/Counseling	YES	YES	YES	YES	YES	YES	YES	YES	YES		YES	YES	YES		YES
Skills Assessment	YES	YES	YES	YES	YES	YES	YES	YES	YES		YES	YES	YES	YES	YES
Labor Market Information								YES	YES		YES	YES	YES	YES	YES
Contemporary Job Skills Information									YES		YES	YES	YES	YES	
Medical and Healthcare Office Training											YES		YES	YES	YES
QuickBooks and Administrative Skills Course											YES		YES		YES
Out of Area Job Search and Relo Assistance											YES	YES			
Vocational Counseling								YES	YES		YES	YES	YES	YES	
Resume Development Workshops and Training	YES	YES	YES	YES	YES	YES	YES	YES	YES		YES	YES	YES	YES	YES
Job Exploration	YES	YES	YES	YES	YES	YES	YES		YES		YES				
<b>Job Placement Services</b>															
Job Search and Placement Assistance								YES	YES		YES	YES	YES	YES	YES
Job Placement Follow up								YES	YES		YES	YES	YES	YES	YES
Job Coaching	YES	YES	YES					YES	YES		YES	YES	YES		YES
Vehicle Modifications									YES		YES			YES	YES
Assistive or Rehabilitative Technology									YES			YES			
On the Job Training								YES	YES		YES	YES	YES	YES	YES
Worksite Modifications												YES			
Childcare Assistance														YES	
Internships								YES	YES		YES	YES	YES	YES	YES
<b>Other Services</b>															
Adult Basic Education Classes	YES	YES	YES	YES	YES	YES	YES							YES	YES
ESL Classes	YES	YES	YES	YES	YES	YES								YES	YES
Employer Outreach and Recruitment								YES	YES		YES	YES	YES	YES	
Citizenship Preparation	YES	YES	YES												
Unemployment Claim Information										YES	YES				
Computer Workshops	YES	YES	YES	YES	YES	YES	YES				YES		YES		YES
Aptitude Testing and Diagnostic Evaluations									YES		YES	YES	YES	YES	YES
Orientation and Mobility Training												YES			
Vision Rehabilitation Therapy (Rehabilitation Teaching)												YES			
College Counseling	YES	YES	YES	YES	YES	YES	YES	YES			YES				YES
<b>Database</b>	Access (in house) and DESE SMARTT	Access (in house) and DESE SMARTT	DESE SMARTT	DESE SMARTT	DESE SMARTT	DESE SMARTT	DESE SMARTT	MOSES	MRCIS (internal)		MOSES	Libera System 7 Case Management System; FY2017 Transition to Alliance's Aware Case Management System	SCSEP Performance and Results; Fundraising Access (proprietary); Client Access (proprietary)	BECON	
<b>Funding Sources</b>	DESE, Local CDBG Grant, Career Pathways, JFS, Business partnerships	DESE, Local CDBG Grant, Career Pathways, JFS, Business partnerships		ACLS	ACLS	ACLS	ACLS, Matching Funds from the College	WIOA, CA State, YW State	Federal 80%, State 20%			Federal 80%, State 20%	Trade Assistance Act, SNAP E & T, Veterans CDBG, NEG, NJT, & more		

\*Program Details: Title I Adult & Dislocated Workers; Wagner-Peyser, Jobs for Veterans; Ex-Offender Program; Trade Adjustment Assistance

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# ATTACHMENT D. MSW WIOA Partner Business Services

WIOA Partners Business Services Team  
The Business Services Team is OSCC & WIOA Partner Staff.



Contact Management System [CMS] is database for Business & Job Seeker Profiles  
Account Manager is the primary contact with a specific Business  
Green = Information added to CMS by all Partners  
Blue = Communication Points to Referring Partners

May 2, 2017



## **ATTACHMENT E. MSW WIOA Assurances**

PSW and the Partners listed in this agreement agree to:

- Participate in the work of PSW through membership on the local board if appointed by the General Manager of the Town of Norwood
- Participate in committees and projects when time is available
- Participate in the selection of the one-stop operator following PSW guidelines and processes every four years
- Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities
- Participate in the implementation of the business model described in the Metro Southwest Career Center Business Model section of this MOU by:
  - Defining “shared” customers to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses
  - Redesigning the customer flow and service practices across partner agencies to ensure accessibility and availability of services to “shared” customers
  - Utilizing technology tools to scale-up practices and support individuals with barriers to employment, including basic skills assessment, remediation, and career development tools
  - Tracking and evaluating outcomes for individuals who face barriers to employment
- Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of one-stop centers using a method agreed to by PSW, the General Manager of the Town of Norwood, and the Partners